



The ELP Class of 2004

By: Andrea Catanzaro

The Southwestern Division (SWD) Emerging Leaders Program (ELP) is proud to announce nine new members as the Emerging Leaders (ELs) Class of 2004 (Class '04). Class '04 includes two team members from each of the four SWD districts and one from SWD.



Kristine Brown, SWG



Robert George, SWG

Robert George and Kristine Brown were selected as the Galveston District's Class '04 ELs. Robert is a lock operator in the Operations Division; he works at the Colorado River Locks located at the Colorado River and Gulf Intracoastal Waterway, in Matagorda Bay. Kristine also works in the Operations Division as a Park Ranger at the Addicks Field Office in Houston, Texas.



Michael Richards, SWL



Bill Gray, SWL

The Class '04 ELs from Little Rock District are Michael Richards and William H. "Bill" Gray. Michael is the Chief Park Ranger at Beaver Lake in Rogers, Arkansas. Bill works at the Little Rock District office in Little Rock, Arkansas, as a Mechanical Engineer in the Operations Division.



Louis Vogeles, SWT



Dawn Rice, SWT

Louis Vogeles and Dawn Rice are Tusla District's Class '04 ELs. Louis is an archeologist in the Planning Environmental and Regulatory Division; he manages the cultural resources program for the district. Dawn is a Civil Engineer in the district's Design Branch, Engineering and Construction Division.



Carla Burns, SWF



Kathren Santikos, SWF

Forth Worth District's Class '04 ELs are Carla Burns and Kathren Santikos. Carla is a Civil Engineering Technician in the Piney Woods Project Office located in Jefferson, Texas. Kathren is an architect; she works at the district office in Fort Worth, Texas, where she is a Project Manager in the Engineering and Construction Division.



Karen Doran, SWD

Karen Doran completes the EL Class of '04. Karen works at SWD in Dallas, Texas, as an EEO Specialist.



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Our goal is to provide information on the SWD Emerging Leaders Program, leadership experiences and resources to help you attain your leadership goals.

Southwestern Division ELP—NEWS

Ms. Smith Goes to Washington

By: Chris Smith



Chris Smith, SWL

I follow in the footsteps of Marilyn Jones and Shirley Bruce, Little Rock District, respectively and Rose Caballero, Galveston District, I didn't know exactly what I had become a part of the Command Council Liaison Team (CCLT).

CCLT. Friday morning, the 17th of October begins with a meeting of the CCLT, an 11-member team representing divisions across USACE. CCLT Coordinator Linda Garvin, Real Estate SES and HQ Chairman of the People Committee led discussions regarding CCLT issues at hand including its role on the People Committee, signing the newly developed CCLT charter, and discussing individual and team responsibilities.

CC Meeting. Directly following the CCLT meeting, the Command Council (CC) which consists of the Chief of Engineers, all USACE General Officers, Chief of Council the Director of Resource Management, rotating SES members, and an ERDC representative, convened. MG GEN Robert Griffin presided. BG Robert Crear gave an insightful presentation on current USACE OIF efforts. The focus then turned to CENTCOM Theater Prospects and volunteer recruitment of staff to the new Iraqi Divi-

"I may possibly be a part of the solutions and actions taken driving the Corps into it's future."

sion Office.

ASA Civil Works. The Assistant Secretary of the Army (ASACW) for Civil Works, John Woodley, addressed the CC stating that his propoieties as

IT'S ON THE WEB
<http://www.swd.usace.army.mil/emergingleaders/coelr/brochure.htm>

ASACW are

- (1) Performance based budgeting that measure USACE mission success,
- (2) Improve analytical capabilities to support the decision making process, and
- (3) Corps Regulatory program, specifically the needs to increase responsiveness and effectiveness by providing protection of public lands through implementation of best practices, streamline processes and developing partnerships.

USACE 2012. The CC meeting continued with USACE 2012 implementation issues, specifically the Regional Integration Teams (RITs) and Competitive Sourcing, which is on hold at this time.

The final agenda topic, raised by SWD concerned DFAS Pay Cap/Deployment issues, pay irregularities are occurring for deployed employees due to mandated pay caps. Resolution of this issue is in progress.

CC Impressions. What an advantage to shadow our division commander(s) during a Command Council meeting, to hear the ASACW state first hand, to get a clearer understanding of the Corps Iraq activities, share a meal with COL Schultz and meet CCLT members. This leadership venue, offers the chance to view senior leadership "in action", dealing with the routine and tough decisions and yet I may possibly be apart of the solutions and actions taken driving the Corps into it's future.



For more information on the 2004 Senior Leader Conference, visit the USACE Headquarters' website. Two SWD ELs will be participating.

What I learned about USACE 2012 on my summer vacation

By: Kendall Waldie



The Conference was so encompassing, that I hardly know where to start. I would tell you that there are three main things I took away

from the event. First, I left with a better understanding of my gifts and talents as a leader. Second, I left with an address book full of names and e-mail addresses of people throughout the Corps that I can reach out to when I am looking for help in the future. Finally, I left with a better understanding and where our leaders are taking the Corps.

The focus of the conference was USACE 2012. The Emerging Leaders had the opportunity to listen to the Senior Leaders discuss their feelings both for and against the changes called for in the draft version of USACE 2012. We also had the opportunity to observe Senior Leaders put the concept of a learning organization into practice. After

discussing the strengths and weaknesses of the plan, a team was commissioned to go back and incorporate these lessons into a revised plan. The result of that team's efforts is what we know as the current version of USACE 2012 today.

We have all seen business process changes implemented that fail to achieve their long term goals. What I saw at the Senior Leaders Conference leads me to believe USACE 2012 has the appropriate mechanisms in place to ensure success. Major organizational change typically takes four to five years to yield concrete, consistent results. Organizations must adjust to the lessons learned and establish a new benchmark for performance. The principles of creating a learning organization that have been adopted will serve us well and ensure the goals of USACE 2012.



Hoo-Ah! 2004 ELP Alumni

By: Andrea Catanzaro

The Southwestern Division Emerging Leaders Program (ELP) will add three more names to its alumni list. Cynthia Kitchens (SWT), John Rogers (SWF) and Rose Caballero (SWG) will be honored as the SWD ELP's newest alumni during the 2004 Southwestern Division Emerging Leaders Conference (SWD ELC) in Corpus Christi, Texas.



Rose Caballero, SWG



John Rogers, SWF



Cynthia Kitchens, SWT

Cynthia accepted a promotion to GS-13 in SWT's Project Management Division. She has served as the SWD ELP Conference Chair (2002) and Vice President (2001); and on the SWD ELP website committee. John was promoted from team lead contract specialist to Chief, Construction Contracts Branch. He has served on the SWD ELP website committee (2000 and 2003) and attended the National Senior Leaders Conference in Portland, Oregon, (2003). Rose Caballero (SWG) has successfully completed the requirements of the ELP, and she will continue doing great things for SWG as Manager of the Equal Employment Office. Rose has served on the SWD ELP newsletter committee (2002), the Board of Directors Light (2001), and the SWD ELC committee (2004).

ELs enter alumni status when they have been in the program for 5 years after attendance of their first SWD ELC, or they have been promoted to a GS/GM-13 and "emerged" from the program.





The SWD Emerging Leaders Program (ELP) is a 5-year program that allows employees to broaden their professional horizons through mentoring opportunities, shadowing senior leaders, and actively participating in the program.

Message from SWD EL Vice-Chairperson

By: Jeff Waldie

The 2004 Emerging Leaders (EL) Conference is fast approaching. I look forward to seeing everyone in Corpus Christie. As Vice-Chairperson, I have had the privilege to work with several EL committees, assist in budget development, and assist Sharon Tirpak, the chairperson, with conference planning details (there are many)!

Personally this year, I served on the USACE 2012 Functional Area Assessment Team for Engineering & Construction. In addition, I served as the Branch Chief of the Environmental Analysis & Compliance Branch in

Tulsa's Planning, Environmental, & Regulatory Division. Neither of these opportunities would have been possible without the training I've received within the EL program. A special "Thank You" to our leaders who have taken the time to "Invest in People."

I look forward to working along side each of you at the conference. Remember to work hard, have fun, and learn something new each day.



Jeff Waldie, SWT



Learning for Leadership Recommended Training

LEADERSHIP EDUCATION AND DEVELOPMENT COURSE (LEAD) ARMY CIVILIAN TRAINING (ACTEDS) LEADERSHIP

LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS) FEDERAL EXECUTIVE INSTITUTE LEADERSHIP

MANAGER DEVELOPMENT COURSE (MDC) ARMY CIVILIAN TRAINING (ACTEDS) LEADERSHIP

ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES (OLE) ARMY CIVILIAN TRAINING (ACTEDS) LEADERSHIP

PME I & II (PERSONNEL MGMT FOR EXECUTIVES) ARMY MANAGEMENT STAFF COLLEGE LEADERSHIP

SUPERVISOR DEVELOPMENT COURSE (SDC) ARMY CIVILIAN TRAINING (ACTEDS) LEADERSHIP

SUSTAINING BASE LEADERSHIP AND MANAGEMENT (SBLM)



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